# Data for Change

Capacity Building Learning Series

*Organizational Readiness*

Presented by:

**SHIP**
Services and Housing
In the Province



Data for Change

In Partnership With:

CASSA (Council of Agencies Serving South Asians)

Logical Outcomes

SHIP Services and Housing In the Province

findhelp  211

Supported by:

United Way Greater Toronto | WORKING WITH COMMUNITIES IN PEEL, TORONTO & YORK REGION

TORONTO

# Land Acknowledgement

# Data for Change Project Model



**Community of Practice & Partnership Table**

**KNOWLEDGE MOBILIZATION HUB**

→ **Knowledge Mobilization Hub**
- Project Logistics
- Partner Convening
- Host Knowledge Mobilization Online Hub

→ **Capacity Building Sessions**
- Facilitate capacity building sessions to support agencies with data collection & responsible usage

→ **Community of Practice & Partnership Table**
- Partnership Table support & participate in project implementation
- Community of Practice features a panelist discussion & peer support network for agencies

→ **Capacity Building Sessions**
- Facilitate capacity building sessions to support agencies with data collection & responsible usage

DATA EQUITY 3.0

**Stage 1: Plan & Build**
**Stage 2: Collect & Store**
**Stage 3: Analysis & Interpret**
**Stage 4: Share & Use**

**STAGE ONE: PLAN & BUILD**

| April: Organizational Readiness | SHIP |
| May: Foundations of Data Collection | LogicalOutcomes |
| May: CoP | CASSA |

**STAGE TWO: COLLECT & STORE**

| June: Org. Change Management | SHIP |
| July: Data Infrastructure | LogicalOutcomes |
| July: CoP | CASSA |

**STAGE THREE: ANALYSIS & INTERPRET**

| August: Trauma Informed Practice | SHIP |
| September: Consent & Privacy | LogicalOutcomes |
| September: CoP | CASSA |

**STAGE FOUR: SHARE & USE**

| October: Uses of Data | SHIP |
| November: Data Analysis Framework | LogicalOutcomes |
| December: CoP | CASSA |

*All sessions will virtually be recorded and later uploaded to the knowledge hub website*

# Here are today's presenters…



**Nicole Abruscato**

she / her

Manager

Central Intake & Access

Clinical Health & Wellness



**Shereen Rampersad**

she / her

Manager

Equity, Diversity and Inclusion (EDI)

Professional Services

# Guiding Principles For Learning

- ✓ Hold space

- ✓ Embrace/acknowledge vulnerability

- ✓ Be encouraged to practice what is learned

- ✓ Agree to disagree

- ✓ Be present

# Today's Objectives

**1** Why Data For Equity?

**2** What Needs to Change to Become More Equitable?

**3** Bringing it all together – Readiness Assessment

# Who is SHIP?

# Who We Are

## Our Mission

We work to support those with mental health and addiction challenges to increase their quality of life and live to their full potential through safe, affordable community-based housing and services

## Our Vision

Quality **Housing**
Quality **Services**
Quality **Lives**

## Our Values

Compassion, Hope, Inclusion, Respect and Professionalism

SHIP is a nonprofit, accredited, housing and health service provider. For over 30 years, we have been delivering services to the Region of Peel, County of Dufferin, West Toronto and more recently the Region of Waterloo.

CHARITY VILLAGE CONFERENCE & AWARDS
Best Nonprofit Employer - Diversity, Equity, and Inclusion (20+ Staff)
Services and Housing In the Province (SHIP)
**2023 Winner**

Canadian Nonprofit Employer of Choice 2024

Canadian Nonprofit Employer of Choice™ Award
neoc.ca

# Business Model

# Client and Family Engagement Framework

**CLIENT & FAMILY ENGAGEMENT**

**SHIPs Goal**

To actively work with clients and their families to promote a collaborative approach to services.

PHILOSOPHY
People-Centred Care

OUTCOME
Client Experience

APPROACH
Client and Family Engagement

**CLIENT & FAMILY**

**ENGAGEMENT (CFE)**

**FRAMEWORK**

Creating a culture of collaboration in care

**SHIP**
Services and Housing In the Province

# Service Model

## SHIP is unique! We provide depth in housing AND service options.

The success of SHIPs model is that we offer a spectrum of integrated housing and services that address the wellbeing of our clients:

- Deliver a continuum of housing and services to support people based on their needs
- Support community wellness and integration
- Provide housing support and landlord engagement

- Coordinated access
- Rent supports
- Continuum of housing options
- Short term to long term
- Fluctuates based on need

- Eviction prevention
- Alternative dispute resolution
- Landlord engagement
- Maintenance supports



- Flexible professional supports
- Short term to long term
- Fluctuates based on need
- Wrap around services and interdisciplinary team
- A focus on mental health and harm reduction

- Community development
- Food security
- Employment and social recreational supports
- Financial literacy supports

# The Continuum of Our Services



**Housing and Service Continuum**

We aim to address the issue of homelessness by providing a spectrum of housing & service options to individuals experiencing mental health challenges

**Emergency Shelters**
- Peel Family Shelter
- Safe Beds
- Edith Mac Men's Shelter
- Out Of The Cold Program - Kitchener

**Transitional Housing**
- Peel Youth Village
- Recovery Residence
- Peace Ranch
- University Avenue

**Supportive Housing**
- Supportive Housing
- CHO

**Affordable Market**
- Hansen
- Indwell

High Intensity / severe and complex

mild to moderate

Low intensity / well

**SHIP**
Services and Housing in the Province

# SHIP's Approach to EDI

- Moved away from performative allyship to meaningful action. This has been demonstrated through integrating EDI into our culture and values and setting goals and therefore we also commit to acting on SHIP's EDI Action plan that articulates and measures 29 activities for deep meaningful change in the areas of:

**Our People** — Our workforce will be broadly reflective of the community we serve

**Our Culture** — Our workplace will be inclusive for all

**Our Systems** — We will identify and address barriers within organizational systems & processes

# Why is SHIP here?

- We recognize that we may not represent all organizations and/or sectors, however **Health Equity and Social Justice is translatable**

- Everyone should be apart of **Collective Impact**

- We are not experts: we are here to **share** our experience

# Why Data For Change?

# Equality vs. Equality
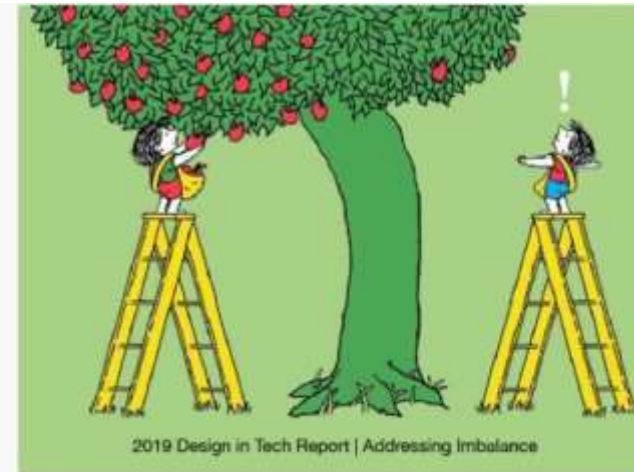
# Let's Talk Justice

# Poll

# Historical Context of Data Inequity

**Indigenous Community**

- *Sixties Scoop*

"Western 'science' has been a major tool to justify and sustain processes of colonization, serving as a tool to justify racist policies of subjugation (Kovach, 2010). Additionally, data collection through government agencies has even been used against communities to pathologize and take action against them, such as when it has been used to extract children from their families in the residential school system and the '60's scoop.'"

**Black Community**

- *The Tuskegee Syphilis Study (1932-2004)*

"Rather than simply observing and documenting the natural progression of syphilis in the community as had been planned, the researchers intervened: first by telling the participants that they were being treated (a lie), and then again by preventing their participants from seeking treatment that could save their lives."

# Historical Context of Data Inequity Cont'd

**Black Community**

- *Sims' Gyncological Research*

"Sims' research was conducted on enslaved Black women without anesthesia, medical ethicists, historians and others say his use of enslaved Black bodies as medical test subjects falls into a long, ethically bereft history that includes the Tuskegee syphilis experiment and Henrietta Lacks. Critics say Sims cared more about the experiments than in providing therapeutic treatment, and that he caused untold suffering by operating under the racist notion that Black people did not feel pain."

- *Henrietta Lacks*

"Lacks was a Black woman. The hospital where her cells were collected was one of only a few that provided medical care to Black people. None of the biotechnology or other companies that profited from her cells passed any money back to her family. And, for decades after her death, doctors and scientists repeatedly failed to ask her family for consent as they revealed Lacks's name publicly, gave her medical records to the media, and even published her cells' genome online"

# Why Is There Mistrust?

Colonization

Seventh Generation Principle & Intergenerational

Scientific Racism

Mistrust of Systems and Data Collection

Trauma
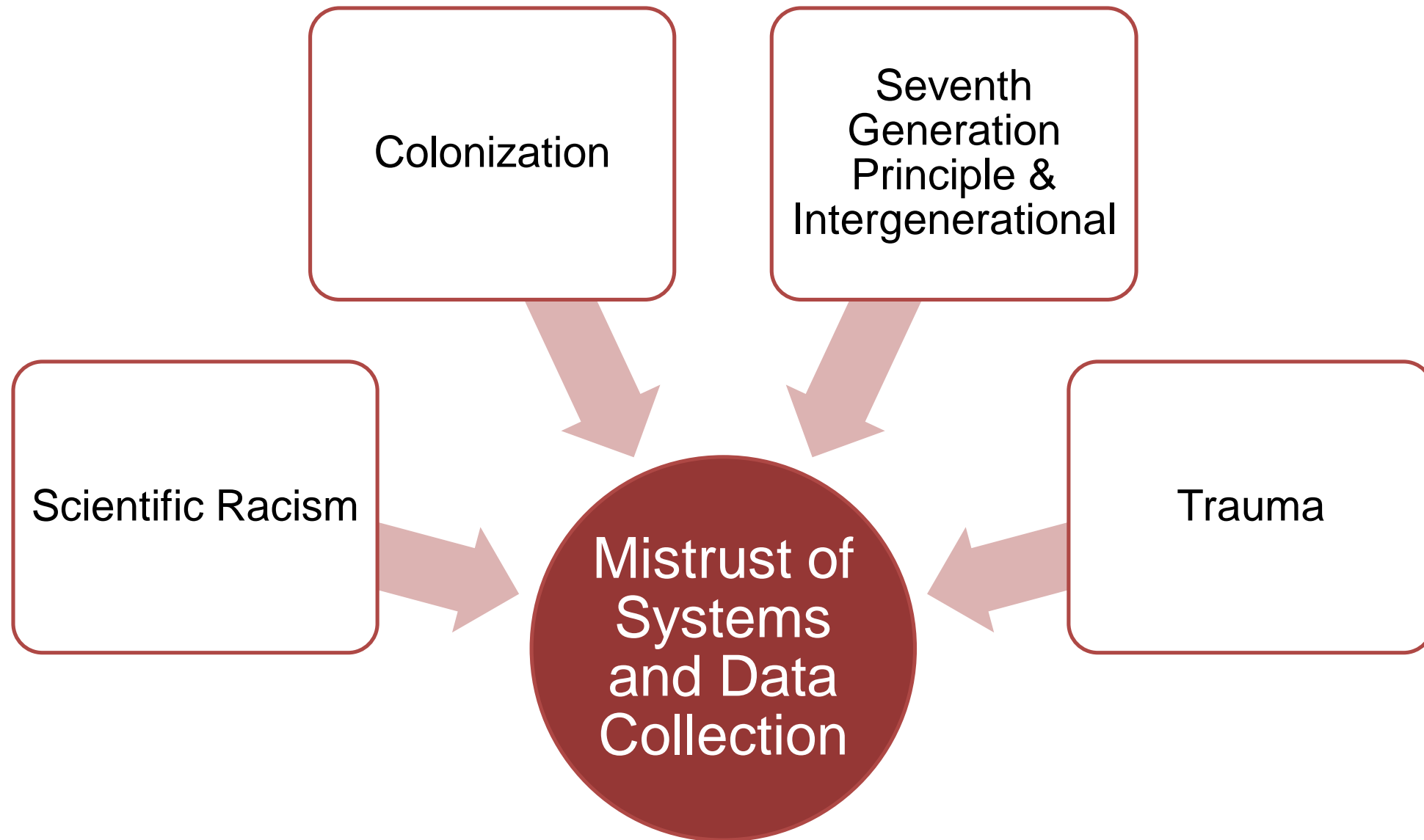
# Why Asking About Demographics Matters

**Client**

Feel better understood, welcomed and included

**Staff**

Overall Picture of Those We Serve

Reduced Documentation Burden

**System**

Continuous Quality Improvement

Advocacy for Health Equity and Justice

Consistency and Alignment
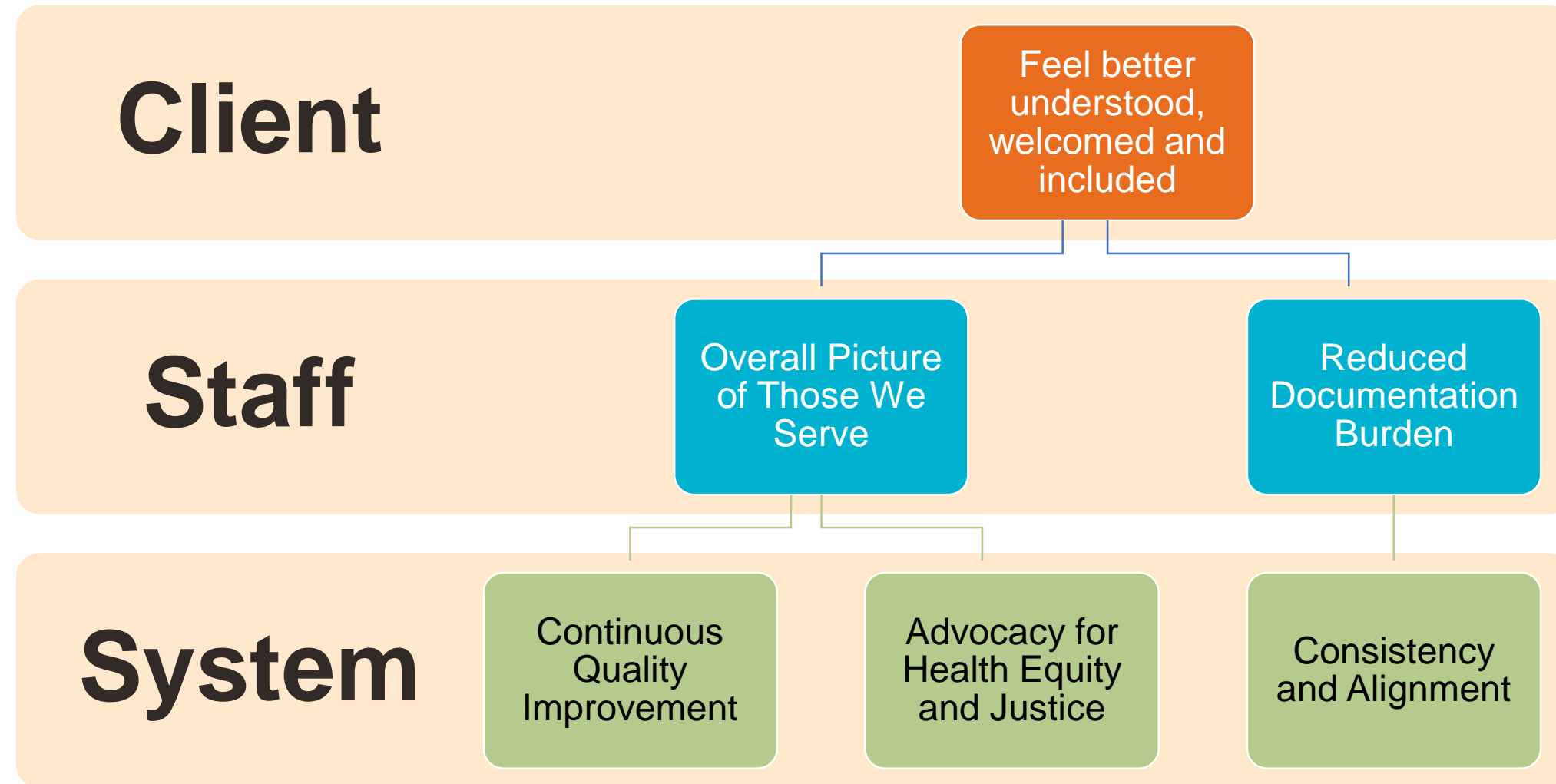
# What Needs To Change To Become More Equitable?

# Equity Assessment Tool

| Persons impacted because of: | How may these persons be impacted: | |
| --- | --- | --- |
| | Positively | Negatively |
| ☐ Age (e.g., children, youth, seniors) | ☐ | ☐ |
| ☐ Race, Colour, Ancestry, Ethnicity, Culture, Place of Origin | ☐ | ☐ |
| ☐ Indigenous Ancestry (First Nations, Inuit, Metis) | ☐ | ☐ |
| ☐ Nationality, Citizenship, Immigration Status | ☐ | ☐ |
| ☐ Disability (e.g., persons with physical, mental, cognitive, auditory, visual, addiction, psychological disabilities, or disorders, etc.) | ☐ | ☐ |
| ☐ Creed Beliefs (e.g., Muslim, Jewish, Hindu, Buddhist, Indigenous Spiritualty, etc.) | ☐ | ☐ |
| ☐ Sexual Orientation (e.g., gay, lesbian, queer, bisexual, pansexual, etc.) | ☐ | ☐ |
| ☐ Linguistic Origin (e.g., persons whose first language is not English or French, persons who use ASL or have different literacy levels) | ☐ | ☐ |
| ☐ Gender Identity, Gender Expression (e.g., two-spirit, female, transgender, non-binary, gender fluid, gender-queer, etc.) | ☐ | ☐ |
| ☐ Socioeconomic Status (e.g., low income, precarious employment, housing or residing in priority neighborhoods, etc.) | ☐ | ☐ |
| ☐ Family Status and Marital Status (e.g., single parent, childcare, adoption, foster parents, diverse families, chestfeeding, parental leaves, etc.) | ☐ | ☐ |
| ☐ Body Image (e.g., body size, appearance, body art, etc.) | ☐ | ☐ |
| ☐ Other: | ☐ | ☐ |

# Staff Belonging Survey

Staff Day 2024 – Menti Belonging Poll Results

**Question: How are you able to be your authentic self at work?**

| Responses (119) | % | Actions |
|---|---|---|
| Unable to because feel unsafe | | |
| Use humour; passion and professionalism; personal responsibility | | |
| Support from team and colleagues/leader | | |
| Participating in EDI related activities; self care | | |

**Question: If not able to be your authentic self, what are the barriers you experience?**

| Responses (78) | % | Action |
|---|---|---|
| Judgement from others; fear of being judged; fear of reprisal | | |
| Lack of support, lack of trust and no follow through; non supportive leadership | | |
| Levels of stress; burnout | | |
| Lack of understanding of diverse needs: cultural, ability | | |

**Question: What are the aspects of workplace culture that contribute positively to your sense of belonging?**

| Responses (120) | % | Action |
|---|---|---|
| EDI Initiatives and work | | |
| Supportive team, colleagues, leaders | | |
| Employee appreciation/acknowledgement | | |
| Communication and trust | | |

# Anti-Black Racism (ABR) Survey

- As a first step to addressing Anti-Black Racism (ABR) and working towards better serving the needs of Black communities the Mississauga OHT organizations administered the Anti-Black Racism (ABR) self-assessment survey to staff members in the OHT to help identify their current state, capacity and opportunities to meaningfully address ABR
- SHIP participated in this survey
- The Institute of Better Health (IBH) collected, analyzed and reported results and shared back data
- A total of 98 people working at SHIP filled out the survey
- SHIP is now using the results to identify quality improvement efforts to meaningfully address ABR in their organizations

Anti-Black Racism Organizational
Self-Assessment Report

Prepared for: Services and Housing in the Province
(SHIP)

# Anti-Black Racism (ABR) Survey Results

**Process**
1. BIPOC Caucus Employee Resource Group (ERG) reviewed the survey results and bucketed them out in reds and yellows
2. Looked for overarching themes in the responses and if the action is directed at clients, staff or overall SHIP processes
3. Developed an Action Plan Commitment Statement
4. Prepared a draft plan that articulated the priority areas, actions, timelines, responsibility and metrics

……**consultation**……
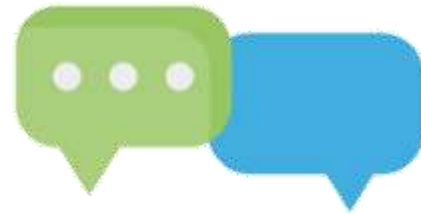
# Safe Spaces for Black Staff

- Platform for Black staff to review and provide feedback on the ABR Action Plan

- Sessions took place virtually and in-person: August 2023

- Sessions conducted by Black staff for Black staff

- Purpose was to elevate the concerns of employees directly impacted by the actions on the Strategy

# Poll – Data Equity Culture

# Bringing It All Together

# Decision Making for Positive Change Impact Assessment

# Decision Making For Positive Change SWOT Analysis

## OBJECTIVE:

Awareness of organizational themes and findings

Identify gaps in these findings

## WHAT IS A SWOT?
SWOT stands for **Strengths**, **Weaknesses**, **Opportunities**, and **Threats**

## EDI SWOT FOR SHIP:

SWOT analyses were conducted with **21 programs/teams** at team meetings

**Community – 11**

**Congregate – 4**

**Corporate – 6**

Focus was on our EDI strategy and actions from the EDI and Anti-Racism

Framework Found common themes across all SWOTs

# Community Needs Assessment

**Community Demographic Data Assessment**
- ✓ Available statistical data about communities served
- ✓ SHIP client demographic data

**Partner, staff and client engagement**
- ✓ Engagement around service needs, strengths and challenges

**Emerging Sectoral Trends**
- ✓ Identify current and emerging trends within the sectors that may impact service provision
- ✓ Comparative analysis with similar providers

# Prioritization Exercise

*How to be more systematic about the decisions you make and the actions you take.*

## 2x2 Decision Matrix

- Also known as the Eisenhower matrix after General Eisenhower of the United States, Eisenhower was faced with constant decisions throughout his military career and his career as president; he had this saying:

He developed a decision-making matrix to help him prioritize what he should focus on. Essentially what he did, he layered two attributes importance & urgency against each other.

# Prioritization Matrix

|  | Do Now | Do Later |
|---|---|---|
| **Crucial** | Crucial, Do Now | Crucial, Do Later |
| **Not Crucial** | Not crucial but do now | Delete, delegate, disregard |

*Importance on Y axis, urgency on X.

# Prioritization Matrix

 **Quadrant 1 (crucial and urgent)**: These are must-do tasks and must be tackled right now. Ideally, you don't want anything in this area. Examples include crisis situations, emergencies, and projects with hard deadlines.

**Quadrant 2 (crucial but not urgent)**: These are the tasks without pressing deadlines but are critical to your success. Remember, though, that if you're not careful, quadrant 2 tasks can easily find their way into quadrant 1. Examples include research, project planning, process development, etc.

**Quadrant 3 (urgent but not crucial)**: These tasks don't contribute to your end results but should still be treated with urgency. If and when possible, reject or delegate them. Examples are helping someone complete a task, certain emails and phone calls, and other forms of interruptions or distractions.

**Quadrant 4 (not urgent and not crucial)**: These are your typical timewasters, such as taking long breaks, browsing social media, or surfing the internet for information not related to the task at hand — essentially, all forms of procrastination activities.

# Prioritization Exercise
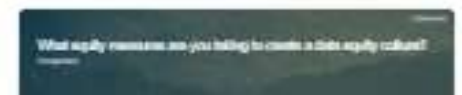
# Takeaways From Today

✓ Learning and embedding the foundation of EDI practices is the **first** part to organizational readiness

✓ We are **ALL** working together towards social justice within our communities – together we have **collective impact**

✓ **Every** organization can make small changes to become more equitable

✓ There are tools that any organization can use to assess your readiness for change

# Questions/Comments?

# Register for our Upcoming Workshops & Community of Practice Session

- **Workshop #2: Ready, Set, Dataset! Planning for Data Equity**

  **Presented by: LogicalOutcomes**

  **Date & Time: Wednesday, May 21, 2025 from 1:30 p.m. - 3:00 p.m. EDT**

- **Community of Practice: Get Ready, Get Set, Practice Together Data Collection!**

  **Presented by: Council of Agencies Serving South Asians (CASSA)**

  **Date & Time: Wednesday, May 28, 2025 from 1:30 p.m. - 3:00 p.m. EDT**

- **Workshop #3: Presented by: Services & Housing in the Province (SHIP)**

  **Date & Time: Thursday, June 19, 2025 from 1:30 p.m. - 3:00 p.m. EDT**

# Thank you, Merci, Miigwech